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ABSTRACT

The "Vision Statement" brochure by the Chancellor of the Los Angeles Community College District (LACCD) "sets forth the path and direction he wants the District's nine community colleges to take in preparing students for the challenges of the 21st century" and emphasizes that the district will stimulate and assure a learning environment where students can learn to the optimum of their abilities and faculty can teach innovatively, unencumbered by conditions that restrict or impede a quality education for all students, regardless of background or previous learning experiences. Central to the district's role within the state's and nation's educational strategy are six fundamental concepts: (1) the provision of access to quality higher education through such methods as increasing enrollment levels; promoting diversity; creating an empowering climate for all personnel and students; and facilitating the entrance of new Californians into the district and encouraging their success; (2) the encouragement of economic development through such means as developing state-of-the-art instructional technology; providing skilled employees; and joining with chambers of commerce and others to promote economic planning; (3) the promotion of academic achievement and scholarship by increasing student transfer rates to four-year colleges; engaging outstanding full-time, tenured faculty; and promoting individualized instruction, motivation, enthusiasm, and dedication; (4) the maintenance of fiscal strength through a regular review to ensure effective, efficient use of scarce resources and resource development for capital improvements both within and outside of the state system; (5) the achievement of organizational unity through effective district operation; and (6) strategic planning involving input from community and educational leaders and articulation with secondary and postsecondary institutions to ensure that the LACCD's curriculum is coordinated within the state's educational goals. (JMC)

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By
Donald G. Phelps

A VISION FOR THE LOS ANGELES COMMUNITY COLLEGE DISTRICT

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The Chancellor's Vision

The Los Angeles Community College District will stimulate and assure a college learning environment where students can learn to the optimum of their abilities and faculty can teach innovatively, unencumbered by conditions that restrict or impede a quality education for all students, regardless of their background or previous learning experiences.

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The District and its nine colleges will realize the Chancellor's Vision by adhering to 13 precepts.

- Develop innovative teaching programs using state of art technology to prepare LACCD students for the 21st Century;
- Develop a master planning process aimed at providing LACCD students with the learning skills that will be required to compete in a world class marketplace;
- Develop funding resources for capital improvements within and outside of the state system;
- Install an ongoing appraisal system to ensure maximum use of all the LACCD's resources;
- Recruit and retain minority students, faculty and administrators;
- Promote a positive attitude among students, faculty, staff, and administration that is built on respect and a shared interest in education;
- Accomplish an environment that stimulates and motivates students on all nine campuses;
- Increase college transfer rates to levels in keeping with the largest state enrollment;
- Increase enrollment to meet the growing demand in Los Angeles;
- Provide occupational and technical programs responsive to a technological society;
- Provide contract education that meets the needs of the communities served by the nine colleges;
- Become a catalyst for economic development in Southern California;
- Establish the Los Angeles Community College District as a pacesetter in education, innovation, and resource development.

ACCESS TO ALL

Central to the District's role within the educational strategy of the state and the nation are six fundamental concepts. Access to all is the first.

The Los Angeles Community Colleges shall provide access to quality higher education for all who seek it by:

- aggressively seeking to increase its enrollment levels to meet the growing demand for affordable, quality higher education;
- promoting diversity by targeting student and faculty recruitment and leadership development;
- creating a climate which supports individual empowerment for all district personnel and students;
- facilitating the entrance of new Californians into the District and encouraging their success as students, faculty, staff and administration.

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The nine Los Angeles Community Colleges represent a microcosm of the changing demography of the United States. The District encompasses the most diverse ethnic and racial population in any 800 square-mile area in the world.

Economic Development

The Los Angeles Community College District is an essential ingredient in the economic vitality of the region. The District plays a significant role in preparing a sophisticated work force for our growing technological society by:

- developing state of the art instructional technology responsive to the job offerings and knowledge requirements of a technological society;
- providing the skilled employees needed for maintaining Southern California's economic competitiveness and growth potential;
- providing specialized training to company employees on a contract basis;
- joining with chambers of commerce, boards of trade, city, county, and state economic

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development panels and organized labor to promote economic planning.

The Los Angeles Community College District is an economic engine in its own right. It generates nearly $4 billion of economic activity in the region each year. By producing a workforce trained for the new technology of the present and the future, the community colleges are job creating and income generating for the entire community.

The Los Angeles Community Colleges play an essential role in preparing its students for the jobs of tomorrow. The District will continue to strengthen its ties to the business community to meet the workforce needs of the region.

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ACADEMIC ACHIEVEMENT AND SCHOLARSHIP

The colleges of the District are first and foremost institutions of higher education. Many of its graduates go on to distinguished academic careers. The Los Angeles Community Colleges will provide a solid academic foundation for scholarly achievement and continuing education by:

- increasing student transfer rates to four-year colleges;
- engaging outstanding faculty working full time who achieve tenure;
- promoting individualized instruction, motivation, enthusiasm and dedication–the soul of teaching.

The students are taught by superior faculty whose first obligation is to the success of their students. The faculty is as highly

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credentialed as their tenured four-year counterpart and often engage in research and publishing of the highest caliber.

The District will continue to strive for academic excellence by recruiting distinguished faculty who in turn will attract students committed to obtaining the highest quality education.

Fiscal Strength and Resource Development

Maintaining the fiscal strength of the District and its member colleges is a prerequisite to fulfilling its educational mandate. To insure the availability of necessary funds and their efficient use the District will:

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- conduct a regular review to ensure effective, efficient use of scarce financial resources;
- develop funding resources for capital improvements both within and outside of the state system.

Making the District's complex organization more efficient is a permanent task which must be pursued relentlessly if the District is to warrant additional public support for its program and capital improvement needs.

Private contributions can be important, as well, in meeting needs unmet by state and other funding sources. The Los Angeles Community College District Foundation will aggressively educate the corporate community to its interest in maintaining a strong community college system. Funds raised by the District Foundation will support student scholarships, instructor stipends for innovation and excellence and other programs identified by the donors.

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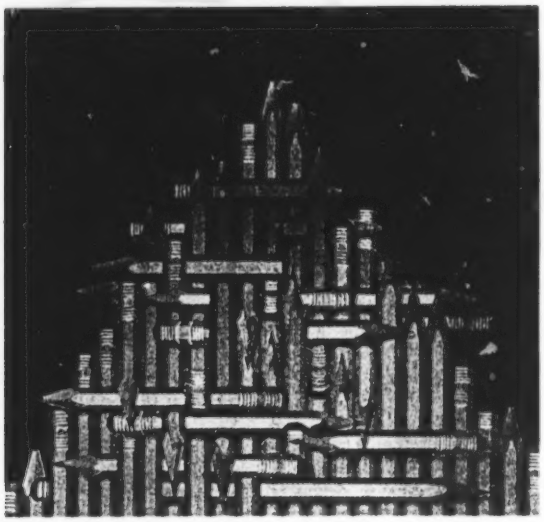

ORGANIZATIONAL UNITY

The Los Angeles Community College District has distinguished itself by successfully implementing a "shared governance" strategy under the provisions of AB 1725. This approach actively seeks input from faculty, staff, administrators and students in its decision making process. The District will further promote teamwork, communication and trust among the colleges, Board of Trustees and district administration in the service of our educational mission.

Each of our nine colleges is rooted in its unique community with specialized educational needs. The colleges meet their needs by relying on the District's resources and coordination. Consequently, an effective district operation is essential to the operation of each of the institutes.

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Likewise the District can be effective only insofar as college administrators, faculty, classified staff and students participate in decision making. Sharing decision making means sharing information. The District must disseminate information in a timely manner to all those who need it.

The Board of Trustees and the Chancellor must set the tone for the teamwork, quality communication and trust which is essential to the smooth functioning of the entire district.

STRATEGIC PLANNING

The changing demographics of Los Angeles require that the District constantly reevaluate its educational mission within the overall state and national educational strategy. The District will institutionalize this effort by:

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- Aggressively soliciting input from a wide range of community and educational leaders through advisory commissions and special task forces;
- Work with the Los Angeles Unified School District, and the state college and university systems to ensure that the District's curriculum is coordinated within the state's educational goals.

The goals and objectives of the District serve as a broad umbrella under which the goals and objectives of the nine colleges are developed. District goals must be continually updated to include the unique objectives of each college developed in response to changing student needs, job opportunities and community priorities.

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Dr. Donald G. Phelps became chancellor of the Los Angeles Community College District in June 1988. His appointment as head of the nation's largest community college district marked another milestone in his distinguished education career.

Prior to his arrival in Los Angeles, Dr. Phelps was Chancellor of the largest of the 23 community college districts in the state of Washington. He also served as president of Seattle Central Community College.

From 1977 to 1980, Dr. Phelps was Director of Executive Administration for King County, Washington. He was interim superintendent for the Lake Washington School District in 1976-77. While serving with the U.S. Department of Health, Education and Welfare (HEW) in Washington, D.C. Dr. Phelps was Director of the Division of Prevention, National Institute on Alcohol Abuse and Alcoholism, Alcohol, Drug and Mental Health Administration. At HEW he developed standards for testing and evaluating educational methods and strategies for preventing alcohol abuse and directed the first National Alcohol Awareness Campaign.

Dr. Phelps was executive assistant to the president and director of personnel for Bellevue Community College from 1969 to 1972. He authored the college's first accreditation report.

Dr. Phelps has taught at the elementary, secondary and post secondary level. He has served as an elementary and secondary school principal.

This Vision Statement was authored by Chancellor Phelps. It sets forth the path and the direction he wants the District's nine community colleges to take in preparing our students for the challenges of the **21st Century**.

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